

BE IT RESOLVED, that the Horseheads Central School District Board of Education approves the attached contract with Transportation Advisory Services for a transportation program study involving the Horseheads and Elmira Heights school districts. The cost of the program study will be split evenly, with the Elmira Heights CSD paying 50% of the costs and the Horseheads CSD paying the other 50%. The Elmira Heights CSD will serve as the liaison for billing purposes and will bill the Horseheads CSD accordingly.



TRANSPORTATION ADVISORY SERVICES

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**MEMBER:**

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January 5, 2013

Ms. Mary Beth Fiore  
Superintendent  
Elmira Heights Central School District  
2083 College Avenue  
Elmira Heights, NY 14903

Dr. Ralph Marino, Jr.  
Superintendent  
Horseheads Central School District  
One Raider Lane  
Horseheads, NY 14845

Dear Mary Beth and Ralph:

Thank you for taking the time to discuss with us the potential of TAS assisting the Districts as you evaluate the short and long term benefits of Elmira Heights CSD merging the transportation program into the services provided by the Horseheads CSD.

As we discussed, there are a myriad of issues that would need to be considered, including but not limited to: fleet needs; labor impact; cost to Elmira Heights and recommended charges from Horseheads; program management; transportation aid for both districts; service levels; transition process and timeline; facility impact; resident communications; routing processes; and more.

In order to assist you with this review, we would need current operating and cost data from both districts. Although we obviously have a working knowledge of both districts from work that we have done previously for Horseheads, and for the GST BOCES regional study, the type of focus of this potential program merger will require additional information and more focused reviews. Additionally, it will be critically important that staff members from both districts be accessible and cooperative.

Based on our communications, it is our understanding that the districts would like a final report by March 1, 2013 to facilitate budget preparations. Candidly, given that the initiation of the study will not occur until sometime in January due to both Boards needing to grant approval, our need for cooperation and responsiveness from both districts in the provision of data, and the real potential that we may need to seek advice or guidance from the State Education Department on technical issues with the program merger, we cannot *guarantee* a final report by that date. We would certainly do everything possible to provide the districts with substantive input on the potential financial elements of any program change in order to assist with budget preparations. Additionally, should early efforts show that the program merger is not a viable alternative, this knowledge would be available for your budget preparations.

Given that this process necessarily needs to be fluid because no one can predict what issues may arise, and that it is impossible for us to definitively forecast the amount of time that the Districts

would need our involvement, we propose to offer assistance in a similar fashion as engagements that we have completed for the Horseheads CSD in the past.

TAS would charge a per diem rate, based upon half-day charges, for information review, travel time, on-site reviews, office work and analysis, meetings, and report generation. At all times we would keep the Districts informed as to time spent to date, and any projections of future work needed. At any time the Districts may terminate the engagement with payment only required for services provided to date. Based on the description of the engagement process provided in this letter, and our experience at assisting districts from a remote site, following is our estimate of time/costs:

<b>ACTIVITIES</b>	<b>TIME/COST</b>
Retainer to cover phone calls, short office review of materials, and miscellaneous time spent while not on-site	\$1,000
Travel and on-site for program reviews, discussions, and client meetings	7 days
Development of reports and options	2 days
Miscellaneous – “just in case” time	1 day
Total time	10 days
Total cost (\$800 per day plus retainer). This does not include the cost of out-of-pocket expenses.	\$9,000

It is important to state that the above proposed outline of potential work does not envision attendance at multiple Board meetings. Additionally, it does not include any costs that the district may incur due to services provided by financial advisors, legal counsel, or other professionals not in the employ of TAS.

As much as possible it would be our intention to have work performed by District personnel. TAS would expect to have reasonable access to District personnel, projections and records. We request that one official be designated as a liaison to facilitate our access to information, and to ensure that we provide the type of support that is desired.

TAS will utilize various members of our consulting/operations staff as the demands require. Mark A. Walsh, TAS Partner, will be assigned as the Project Leader. Mr. Walsh has received the internationally recognized Certified Management Consultant designation, demonstrating his commitment to the highest ethical standards, his extensive experience, and his professional recognition within the industry. Mr. Walsh is the only student transportation consultant in the United States to receive this designation.

Any modifications to the approved program will be detailed in writing and the District’s approval will be requested. The estimated costs of these modifications, if any, will be made available to the District prior to approval.

As stated, charges would only be for those services as requested by the Districts. In all cases the per diem fees would be supplemented by out-of-pocket expenses as follows:

**TERMS:**

1. Retainer billed at inception of engagement - \$1,000.00

2. Per diem rate billable on a monthly basis with District approval of all time - \$800 per day
3. All expenses related to the performance of this contract will be reimbursed to TAS by the Districts. Expenses will consist of mileage at the IRS approved rate (currently 56.5 cents per mile in 2013), shipping charges, printing, road tolls, lodging, meals, and any other direct expenses related to the study that are approved by the Districts. TAS will provide the Districts with copies of all receipts for expenditures with the exception of mileage. **Whenever possible, we will attempt to coordinate travel with other area engagements with expenses allocated fairly.**

Expense reimbursements are due within two weeks of submission, and are usually submitted on a monthly basis.

We request that one of the districts serve as our liaison for billing purposes with any allocation of costs to the other district handled through a district-to-district charge.

#### **STATE TRANSPORTATION AID:**

We recommend that one of the districts contact Mrs. Mary Sansaricq, State Director of Transportation, to ask about the eligibility of this study for transportation aid. It is our belief that this type of review is consistent with the State's goal of shared resources, and that the consideration of this option is a direct outgrowth of the districts participating in the State's regional study program coordinated through GST BOCES. We have previously provided the contact information for Mrs. Sansaricq.

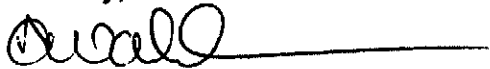
#### **ACCEPTANCE:**

To signify the Districts' acceptance of this proposal, please provide us with a duly authorized Purchase Order, specifying your acceptance of the terms and conditions of this proposal. TAS will then issue an invoice for the retainer. If additional contract documents are required by policy, please submit them to us for completion.

Please let me know if we have misinterpreted your needs, or if there are any questions. Additionally, please keep us updated on your decision process so that we can properly schedule any work.

Thanks for again considering the proven student transportation consulting services of TAS.

Sincerely,



Mark A. Walsh, President  
Certified Management Consultant